HD4904.7
.F84
1989

Rocky Mountain Forest & Range
Experiment Station
240 West Prospect Street
Fort Collins, Colorado 80521

United States
Department of
Agriculture

Forest Service

**Forest
Products
Laboratory**

Framework for a Progressive Laboratory

The FPL Plan for Managing Human Resources 1989-1995

LIBRARY COPY
ROCKY MTN. FOREST & RANGE
EXPERIMENT STATION

Contents

Director's Message 1

Elements of the Plan 3

Element Descriptions 6

Affirmative Action Goals—FY89 18

Civil Rights and Equal Employment Opportunity (EEO) 21

- Civil Rights Organization Chart 21
- Civil Rights Advisory Committee 22
- Coordinator for the Selective Placement of the Handicapped 22
- Equal Employment Opportunity Counselor 23
- Equal Housing Opportunity Officer 23
- Federal Women's Program 23
- Hispanic Employment Program 23
- Special Observances 24
- EEO Complaint System 25
- Respect for Others 26
- Sexual Harassment 26

Sample Recruitment Plan 28

Appendix I — 1995 Population Diversity Goals 30

Appendix II — Workforce Statistics for FY 87–89 31

Appendix III — Retirement Eligibility of Current Workforce 32

Appendix IV — Retention Statistics 34

Director's Message

Vision Statement

We at the Forest Products Laboratory (FPL) are striving to become the organization viewed by wood converters and users as their leading source of new technology and useful technical information. Toward that goal, we believe strongly in the Forest Service vision and will "promote a management climate which fosters teamwork, esprit de corps, innovation, creativity, common sense, and the open expression of ideas. We will experiment with and test new ideas, fully recognizing that some will not work, but adopting those that do.... We will keep our employees informed and promote a strong sense of purpose."

Quality of Worklife

The Laboratory is a world leader in wood research because of the accomplishments of our most valuable resource — our employees. The growth in the size of our staff in the foreseeable future will be limited. Thus, to continue our high level of accomplishments, we must improve the effectiveness and efficiency of our workforce. To attract and retain high-achieving employees, we must continually strive to improve the quality of worklife at FPL.

We want to create an environment that provides opportunities for professional and personal fulfillment. We want to nurture employees' talents to help them attain their highest potential as individuals and as a research team. Finally, we want to make it easier for them to integrate their career and family responsibilities, while staying emotionally and physically fit.

The FPL Plan

To guide us in improving the quality of our workforce and workplace, we've developed a "Framework for a Progressive Laboratory" or "FPL Plan." This framework is a human resources management plan that describes (1) what we're already doing, (2) new initiatives we've decided to implement, and (3) other initiatives we'll consider trying. The plan includes many elements that can help improve the quality of worklife at FPL. In effect, it's a catalog of programs and actions to choose from when we make yearly action plans. Not every element must or will be used every year and new elements will be added as needed. The key to the plan is that it combines a number of different elements into a coordinated approach to improving the workforce and workplace.

Workforce Diversity

An important part of the plan is its emphasis on workforce diversity, which means having full representation of target group members at all levels in the organization. Different perspectives, points of view, and individual strengths will enhance our overall performance as a group. We are committed to having a highly competent and productive workforce that reflects the national diversity. We've set yearly goals (Appendix I) to help us reach this objective by 1995.

The "FPL Plan" is an ambitious plan for an ambitious Laboratory. It is also a statement of our commitment to help make each employee's work interesting, challenging, rewarding, and enjoyable. To make the plan a reality will require the commitment and support of every FPL employee. We are partners in making the Laboratory a positive and productive workplace.

September 15, 1989

John R. Erickson

Elements of the Plan

Elements	Due date							
	89	90	91	92	93	94	95	Ongoing
RECRUITMENT								
Forecasting								
Annual recruitment forecast		P						
Survey of skills needed for FY 95	X		X		X			
Automated system for recruitment flyers		X						
Conferences, on-campus visits								X
Improved recruitment materials								X
Outreach team for each position								X
Private sector employment agencies								X
Recruitment at AD area level		P						
Recruitment plan for each position								X
Senior Community Service								X
Separate recruitment budget								X
Temporary employees								X
Training for civil rights appointees								X
Volunteers								X
Student outreach								
Cooperative education positions								X
Entry-level hiring for professional positions		P						
Partnership with a Black college		P						
Students from Puerto Rico								X
Summer student/faculty positions								X
Supervisory accountability								
Annual work unit goal			P					
Selections reviewed prior to job offers								X
Supervisory performance rated and recognized								X
Training in interviewing techniques	X		X		X			
Enhanced competitiveness								
Alternative work scheduling		P						
Exercise and wellness programs								X
Family care assistance								X
Financial planning assistance			P					
Part-time positions and job sharing								X
Placement assistance for relocating spouse								X
Sabbaticals		P						

X — Action to be implemented
P — Proposal to be written for DO staff consideration

LIBRARY COPY
ROCKY MTN. FOREST & RANGE
EXPERIMENT STATION

Elements	Due date							
	89	90	91	92	93	94	95	Ongoing
UPWARD MOVEMENT								
Internal placement								
Career ladder positions								X
Lateral reassignments								X
Upward Mobility Program positions								X
Employee development								
Afterhours courses								X
Annual training budget								X
Annual training needs survey								X
Assessment of current employees								X
Career counseling								X
Details to other FS or Government units								X
Meetings, conferences								X
National Forest System field trip		X		X		X		
On-site seminars and workshops								X
Performance recognition								X
Special assignments								X
RETENTION								
Employee relations								
Employee assistance program								X
New employee orientation								X
Mentoring program		P						
Teambuilding and human relations training								X
Feedback from employees								
Discussions with target group employees								X
Employee input on supervisory performance								X
Exit interviews								X
Office climate surveys		P						
Review of EEO complaints and grievances								X
Suggestion program								X
Supervisory accountability								
New supervisor orientation program		P						
Supervisory performance rated and recognized								X
Supervisory training program								X

X — Action to be implemented
P — Proposal to be written for DO staff consideration

Elements	Due date							
	89	90	91	92	93	94	95	Ongoing
ORGANIZATIONAL CULTURE								
FPL/Forest Service culture								
Changing Roles of Men and Women in the FS								X
Employee organizations and unions								X
Employee meetings								X
Interaction with NFS and Stations								X
Safe work environment								X
Civil rights								
Awards for accomplishments								X
Civil rights program								X
Publicity on internal/external placements								X
Workforce diversity training		P						
PUBLIC AWARENESS								
Outreach								
Assistance with science fairs			P					
Science Career Exploration Program (SCEP)								X
Speakers for schools and organizations		P						
Tours by schools and organizations	P							
Volunteer Scientists in the Classroom Program		P						
Contracting and procurement								
Annual goals for target group businesses								X
Extramural research								
Annual goals for Black colleges								X

X — Action to be implemented
P — Proposal to be written for DO staff consideration

Element Descriptions

Recruitment

Forecasting

Annual recruitment forecast. Personnel Management will develop a proposal for Director's Office (DO) Staff consideration for implementing an annual recruitment forecast. The forecast will be done in conjunction with annual budget planning and, when completed, will include a list of positions to be filled during the upcoming fiscal year. It will consider projected attrition and will focus on critical skills needed. In approving positions, the DO Staff will establish dates for hiring employees in order to stagger recruitment throughout the year. This forecasting process will provide a cohesive, planned approach to meeting staffing needs.

Survey of skills needed for FY 95. Personnel Management will survey the Management Team biennially to develop a forecast of disciplines needed in the future. This forecast will coordinate with the Mid-Range Plan research priorities. After skills needs have been determined, Personnel Management and the DO Staff will determine strategies for developing the skills among the current staff or recruiting them from outside.

Outreach

Automated system for recruitment flyers. With assistance from Systems and ADP, Personnel Management will develop an automated system for distributing vacancy flyers to a diverse audience. The system will generate the computer labels needed for targeted recruitment. For example, when recruiting for a chemical engineer, a user will be able to request labels for resources that are likely to yield chemical engineer applicants.

Conferences, on-campus visits. The Laboratory will expand its contacts with organizations and colleges who might refer candidates for employment. All employees are potential recruiters and will be encouraged to help identify a diverse pool of applicants for positions. This effort will be enhanced by having a recruitment budget and knowing in advance which positions will be filled according to the annual recruitment forecast.

Improved recruitment materials. The recruitment materials we give applicants help form their impression of the Laboratory. Personnel Management and the Information Group will review all FPL recruiting materials to ensure that they make a favorable impression. Outdated materials will be revised and new ones developed.

Outreach team for each position. Since responsibility for achieving workforce diversity rests with many individuals, recruitment should utilize the unique talents of all involved. The Civil Rights Coordinator will convene an outreach team for each vacancy open to candidates outside the Laboratory. Other team members will include the supervisor of the position, the Federal Women's Program Manager, the Hispanic

Employment Program Manager, and others the supervisor feels can help expand the applicant pool to include women and minority individuals.

Private sector employment agencies. Personnel Management will use employment agencies to help find candidates for appropriate positions. Some agencies specialize in the recruitment of women, minorities, or highly specialized technical employees. We will use employment agencies selectively as one of several tools available for expanding our recruitment program. Funding for this effort will come from the annual recruitment budget.

Recruitment at AD area level. Personnel Management will develop a proposal for DO Staff consideration to recruit at the Assistant Director (AD) area level, rather than at the lower subunits. This approach would provide maximum flexibility in recruiting and placing employees. It would allow us to hire a person with needed skills when he or she is available, rather than when a specific work unit has a vacancy. In some cases, it might be desirable to rotate a new employee among different work units in the AD area to increase his or her knowledge and skills and provide flexibility for future assignments.

Recruitment plan for each position. After meeting to plan strategy, the Outreach Team for a vacant position will develop a written recruitment plan tailored to that position. The plan will outline recruitment strategy (e.g., advertising, resources, responsibility, and due dates for individual tasks). This systematic approach to recruitment will enhance our ability to reach diverse candidates, using the skills and knowledge of our staff.

Senior Community Service. Enrollees in the Senior Community Service Employment Program (SCSEP) make significant contributions to FPL productivity. These "Older Americans" work up to 1300 hours per year in support positions that pay at or slightly above the minimum wage. In return, we provide training and work experience that can lead to employment for them at FPL or in the private sector. We will continue to recruit a diverse group of people for this important program.

Separate recruitment budget. As part of the annual budgeting process, the DO Staff will continue to allocate money for recruiting. This money will be used for visits to colleges and universities, participation in job fairs, and for advertising in journals and other publications. Advance planning will allow for a more aggressive and far-reaching recruitment effort.

Temporary employees. Employees hired on temporary or term assignments fill a critical staffing need and are important to our success as a Laboratory. To the extent allowable by law and regulations, we will treat temporary employees the same as permanent employees. We will strive to make their experience at FPL personally and professionally rewarding. Temporary employees are a possible source of candidates for permanent positions. Supervisors will continue to recruit a diverse group of employees for temporary positions.

Training for civil rights appointees. Recruitment is a major responsibility for individuals with collateral civil rights duties. To be most effective, these appointees must be familiar with the types of appointing authorities available, application procedures,

and other recruitment considerations. Personnel Management will develop a training course for presentation to appointees to the Federal Women's Program, Hispanic Employment Program, and Civil Rights Advisory Committee. The course will be held at the beginning of the fiscal year when new appointments are made.

Volunteers. Every year volunteers, including FPL retirees, perform thousands of hours of unpaid productive work for the Laboratory. Personnel Management will review our volunteer program and take steps to increase its effectiveness. We want our volunteers to have a meaningful experience and to feel appreciated for the valuable work they do. Volunteers also can be a source of applicants for paid positions at the Laboratory.

Student Outreach

Cooperative education positions. We will continue to use the Cooperative Education Program to provide students with the opportunity for combining academic study with pertinent work experience at the Laboratory. Under this program, we also grant students a scholarship that helps them pay for tuition and books. The program offers us the opportunity to train and evaluate potential employees before converting them to permanent status upon graduation. It has proven successful for attracting talented entry-level scientists and engineers, especially women and minority individuals.

Entry-level hiring for professional positions. In recent years, we have filled most of our administrative and scientific positions at the GS-9 level or above. We have hired few employees at the entry levels of GS-5 or GS-7. Personnel Management will draft a proposal for including entry-level positions in the annual recruitment forecast. Hiring at entry levels can increase the pool of available candidates and allow us to "grow our own" talent to meet future needs. Entry-level hiring will contribute to our increased presence on college campuses.

Partnership with a Black college. The Historically Black Colleges and Universities throughout the country graduate a significant number of minority students who enter science careers. The Laboratory will seek to develop a special relationship with one or two of these schools. We could hire students and faculty, send scientists to make presentations at the school, provide advice and assistance with school curricula, and establish extramural research agreements. With assistance from Project Leaders, Personnel Management will evaluate the academic programs offered and recommend which school or schools should be targeted for a partnership.

Students from Puerto Rico. The Southern Station's Institute for Tropical Forestry in Puerto Rico has an active student recruitment program. They make referrals to other Forest Service units for cooperative education positions and for summer employment. We will continue to work with the Southern Station to identify candidates for FPL positions.

Summer student/faculty positions. During the past few years, the Laboratory has hired annually more than 20 college students and faculty for summer jobs. We

will continue to have a large summer program and to increase the number of colleges represented. This is an excellent opportunity to expose students and teachers to our research program. They improve our effectiveness by providing fresh perspective on our work and they can become "recruiters" for us when they return to their schools.

Supervisory Accountability

Annual work unit goal. Personnel Management will develop a proposal for DO Staff consideration that would require each supervisory unit to help diversify the workforce. The supervisor and staff would be required to identify annually at least one action they will take during the upcoming year to enhance workforce diversity. The proposal will include sample actions for recruitment and hiring, extramural research, employee development, procurement, and other areas to guide the work unit in choosing its own action. This initiative would be implemented with a minimum of paperwork and reporting.

Selections reviewed prior to job offers. Supervisors will discuss candidates selected for permanent positions with their Assistant Directors before making any commitments or job offers. The AD will review the recruitment plan, the certificate of eligibles, and other pertinent information to ensure that appropriate attention is being given to workforce diversity.

Supervisory performance rated and recognized. Each supervisor has a civil rights performance element and is responsible for helping achieve our workforce diversity goals. Supervisors who excel in setting and meeting goals will continue to be rewarded for their achievements. Candidates for all supervisory positions will be required to submit a narrative statement summarizing their civil rights accomplishments.

Training in interviewing techniques. During job interviews, supervisors and other interviewers need to properly assess candidates and avoid asking questions that are not job related and could lead to EEO complaints. Personnel Management will present training on techniques to increase interviewers' skill in dealing with applicants, checking references, and making selections.

Enhanced Competitiveness

Alternative work scheduling. We have limited control over employee pay and benefits, but we can compete effectively for employees by offering attractive alternatives. One of our most popular innovations is the Maxiflex Program, which provides employees flexibility for combining their work and personal lives. Personnel Management will develop a proposal for DO Staff consideration for allowing employees more flexibility in work scheduling, compatible with organizational needs. The proposal will include expanding the present Maxiflex provisions to permit carryover of hours from Week 1 to Week 2 within a pay period. It will also explore the possibility of performing work at places other than the Laboratory, for example, at home. Any proposed changes will be thoroughly investigated to ensure that they would meet both Laboratory and individual needs.

Exercise and wellness programs. We are concerned about the health and well being of our employees. A Fitness Improvement Team (FIT), composed of employees, promotes wellness and improved fitness through activities such as periodic health screenings, informational programs, and aerobic exercise classes. The team will continue its efforts to establish a "fitness room," which would enable us to offer more programs and meet the needs of more employees.

Family care assistance. We subscribe to a community referral service that helps employees find suitable child care providers. Personnel Management and the Federal Women's Program will continue to evaluate whether this or other types of assistance are needed. We will continue to accommodate as much as possible employees' requests for leave to handle family situations such as maternity/paternity, adoption, illness, or caring for elderly parents. We will use compassion and creativity to find a balance between the needs of the individual and the needs of the Laboratory.

Financial planning assistance. Most employees have limited financial resources and are concerned about using them wisely and making them grow. However, many people aren't aware of the various options available to them, or of how to use these options. Personnel Management will develop a proposal for DO Staff consideration for afterhours training to assist employees with financial planning. Making informed decisions will enable employees to use their money wisely and plan for a happier, more secure retirement.

Part-time positions and job sharing. The Laboratory has been a leader in establishing part-time positions and will continue that policy in the future. Job sharing has not been used extensively but can work well in individual cases. We will continue to establish part-time or job-sharing positions to accommodate the needs of full-time employees who might otherwise leave and to attract candidates who might not otherwise choose FPL as an employer.

Placement assistance for relocating spouse. A person who relocates for employment at the Laboratory often has a spouse who also needs work. The hiring supervisor and Personnel Management will work proactively with the dual-career couple to help them both find satisfactory placements. We will provide job information and other advice and assistance. Depending on their qualifications and the skills needed by FPL, in some cases, we might be able to hire both spouses at the Laboratory.

Sabbaticals. Sabbatical experiences can revitalize employees and enrich their performance upon return to work. Sabbaticals have occurred infrequently at FPL, but have been extremely popular and successful for the employees involved. To make this growth opportunity available to more employees, Personnel Management and the Civil Rights Advisory Committee will develop a proposal for DO Staff consideration for establishing a formal program. The proposal will include definition of terms, eligibility, duration, funding, responsibility, and other considerations.

Upward Movement

Internal Placement

Career ladder positions. The DO Staff will occasionally establish career ladder positions with growth potential to higher level target positions. When the selected employees meet the requirements for the next level, they will be promoted without further competition. Career ladder positions can be used to provide advancement opportunities for qualified, but underutilized employees. For example, technicians with college degrees can qualify for some entry-level (GS-5/7) professional positions. Career ladder positions will be considered during the annual recruitment forecast.

Lateral reassignments. Reassignments to positions at the same grade level can provide job enrichment by helping an employee acquire new knowledge and skills. He or she may request reassignment to another position or work unit, or the supervisor may consider reassignment as part of the employee's Individual Development Plan. Supervisors will consider each request on a case-by-case basis and will make a reassignment if it meets the needs of both the Laboratory and the individual. Supervisors will use sensitivity when making involuntary reassignments that result from organizational changes.

Upward Mobility Program positions. The DO Staff will continue to create positions under the Upward Mobility Program. This program is open to employees in single-interval series positions at the GS-1 through GS-9 grade levels or Wage Grade equivalents. It provides for giving employees in occupational areas considered "dead-end" formal and on-the-job training to qualify them for occupations with more advancement potential.

Employee Development

Afterhours courses. Personnel Management will continue to coordinate the presentation of afterhours courses at the Laboratory for the convenience of employees. These courses are selected to meet critical Lab-wide training needs or to provide development opportunities for a broad cross section of employees. The Laboratory pays for tuition and books out of a central training fund, and employees attend class and study on their own time. Courses usually meet once weekly in an FPL conference room, which saves employees the time and effort of commuting to campus.

Annual training budget. During the annual budget planning process, the DO Staff will continue to allocate money for meeting critical Lab-wide training needs. Personnel Management administers a training budget and arranges for presentation of Lab-wide training programs (workshops, academic courses, and self-paced study). Employees participate in these programs without charge to their individual work units. Personnel coordinates enrollment in the programs, eliminating the need for paperwork from individual work units.

Annual training needs survey. Personnel Management will continue to conduct annual surveys to identify critical Lab-wide training needs. The survey results are used to plan training programs during the upcoming year. Programs focus on meeting high-priority needs, in order to use our limited resources in the most effective way.

Assessment of current employees. Supervisors will continue to assess the growth potential of current employees and plan for meeting their development needs as part of the performance review process. The supervisor and employee jointly draft the employee's yearly Individual Development Plan (FS-6100-2). The supervisor annotates the form at the end of the year to show what development was actually accomplished. Supervisors will also assess whether employees show aptitude for moving into supervisory and managerial positions. Individuals with potential for and interest in supervision will be developed now for possible future responsibilities.

Career counseling. Supervisors will continue to be responsible for providing career counseling assistance to employees. Personnel Management staff are also available for consultation and will coordinate occasional Career Planning Workshops presented by Madison Area Technical College. The workshops help employees assess their own experience, abilities, interests, and values in order to develop realistic career plans.

Details to other FS or Government units. Supervisors will continue to consider employees for work details to other FPL positions, Forest Service units, or Government agencies. Details provide excellent exposure to other types and places of work and can enrich the employees' performance in their regular assignments. The length of time involved can vary between a few days and a few months.

Meetings, conferences. In addition to providing formal and on-the-job training, supervisors will continue to consider employees for participation in appropriate conferences and committees. Depending on the occupations involved, meetings and committee assignments can be important parts of an overall development program.

National Forest System field trip. The DO Staff will continue to sponsor educational field trips for employees to National Forest and wood products industry sites. Exposure to the National Forest System and to users of Forest Service research helps employees see where they fit into the big picture. It builds camraderie among employees and makes them feel good about working for FPL and the Forest Service.

On-site seminars and workshops. Personnel Management will continue to coordinate the presentation of on-site programs that have wide application or that meet the critical training needs of employees. Participants attend on official time without charge to their individual work units. On-site programs optimize the use of training funds by eliminating the time and money that would otherwise be spent on travel.

Performance recognition. Many FPL employees are high achievers, and supervisors will continue to recognize their good performance with appropriate ratings, Certificates of Appreciation and Merit, and cash awards. Supervisors will also continue to nominate deserving employees for awards given by other levels of Government and outside groups.

Special assignments. Assignments on FPL committees or with the Federal Women's Program, Hispanic Employment Program, Combined Federal Campaign, or Savings Bond drive can be excellent self-development opportunities. Supervisors

will continue to consider these assignments when making plans for employees' development.

Retention

Employee Relations

Employee assistance program. Personnel Management will continue to coordinate CONCERN, the Laboratory's employee assistance program. A cadre of trained CONCERN Coordinators is available for the voluntary and confidential use of all employees and their families. The Coordinators are FPL employees who are trained to refer individuals with personal problems to appropriate community agencies.

New employee orientation. Personnel Management and the Civil Rights Advisory Committee will develop improved procedures for welcoming new employees and smoothing their assimilation into the Laboratory. The program will include relocation support and orientation to the workplace and organizational values.

Mentoring program. Personnel Management, the Civil Rights Advisory Committee, and the Federal Women's Program will develop a proposal for a mentoring program to provide support for individual employees as they plan their FPL and Forest Service careers. This program will supplement the career counseling that is already provided by supervisors. Participation will be voluntary for both employees and mentors.

Teambuilding and human relations training. To be successful as a Laboratory, we need to work together effectively. We will continue to look for ways to improve communications and esprit de corps among employees. The DO Staff will continue to sponsor formal training programs, and supervisors will provide coaching and additional training to individual employees, as needed.

Feedback From Employees

Discussions with target group employees. Recruitment and retention are major considerations in diversifying our workforce. Management Team representatives will meet occasionally with women and minority employees to discuss their satisfaction with the Laboratory environment and ways to improve it.

Employee input on supervisory performance. Supervisors can benefit from knowing how their employees feel about their supervisory style and methods. The DO Staff will continue to encourage supervisors at all levels to ask their subordinates to give informal feedback to the second-level supervisor on the supervisor's performance.

Exit interviews. Personnel Management will continue to conduct voluntary exit interviews with employees who leave FPL. Candid comments from departing employees can help identify what we're doing right and where we need to improve. Personnel Management shares this employee feedback with the Director and ensures that appropriate action is taken on identified problems.

Office climate surveys. Personnel Management will develop a survey form that can be sent to employees periodically to assess their satisfaction with working at the

Laboratory. Survey results will be tabulated and distributed to all employees, along with actions the Management Team will take to correct identified problems.

Review of EEO complaints and grievances. EEO complaints and grievances can be indicators of employee dissatisfaction with supervisory practices and the work environment. The DO Staff will continue to review any generic problems identified and take necessary corrective action to prevent future problems.

Suggestion program. Dedicated, creative FPL employees submitted over 100 WOULD Program suggestions in FY 88 for improving our effectiveness and work environment; a majority of the suggestions were adopted. The Management Team will continue to encourage employees to comment on Laboratory operations, procedures, and facilities. Each suggestion is reviewed by a knowledgeable evaluator who sends a written response to the suggestor. If the suggestion is especially significant, Personnel Management encourages the suggestor to submit it under the formal suggestion program for a possible cash award.

Supervisory Accountability

New supervisor orientation program. With assistance from Personnel Management, supervisors of new supervisors will write a 1-year development plan tailored to the needs of the individual. The plan will include formal training, on-the-job training, and self-study that will familiarize the new supervisor with supervisory principles and theories. The plan will also orient him or her to specific topic areas such as time and attendance, employee development, and performance appraisal and to FPL's Administrative Staff and procedures.

Supervisory performance rated and recognized. As stated earlier in this plan, supervisors will be rated on their efforts to recruit a diverse workforce. They will be rated also on their ability to develop, lead, and retain a quality workforce. Effective performance will be recognized and training will be provided where improvement is needed. Candidates for supervisory positions will be assessed on their potential for being effective supervisors.

Supervisory training program. Personnel Management will conduct periodic training sessions for all supervisors on personnel and human relations topics. In addition to this formal in-house training, supervisors will also attend outside training programs and will receive individual coaching from their own supervisors.

Organizational Culture

FPL/Forest Service Culture

Changing Roles of Men and Women in the FS. By 1995 we will have a balanced, integrated workforce that reflects the national diversity. The Changing Roles Workshop was developed to help the Forest Service prepare for a changing workforce. It heightens one's awareness of the need to relate to people as individuals, rather than as men and women within narrowly defined roles. We will continue to send employees to this workshop, with emphasis on eventually training the entire Management Team.

Employee organizations and unions. Employee organizations, unions, athletic leagues, and the Toastmasters Club all make positive contributions to the culture of the Laboratory. These groups provide a service to employees — by sponsoring social and athletic activities, helping promote fellowship, or offering advice and support. We will continue to work cooperatively with them to make FPL a great place to work.

Employee meetings. The Director will continue to hold Lab-wide "family" meetings to share information with employees and provide opportunities for interaction with him and the Deputy Director. The Management Team will hold regular staff meetings at other organizational levels — AD area, project/group, and section — to enhance two-way communication. Supervisors will include enrollees, term and temporary employees, visiting scientists, and volunteers in appropriate meetings.

Interaction with NFS and Stations. The Laboratory will continue to take advantage of opportunities to interact with other Forest Service units. We will provide trained staff for fire suppression support, send representatives to meetings, detail employees as needed to other units, and sponsor tours and other events at the Laboratory. This interaction results in a sharing of ideas that benefits all who participate.

Safe work environment. The Management Team will continue to ensure positive accident prevention efforts at all levels of the organization. The Safety and Health Manager, Safety Committee, and First Aid Team will provide advice and assistance for conducting an effective safety and health program.

Civil Rights

Awards for accomplishments. The Civil Rights Advisory Committee will accept nominations and make recommendations for annual civil rights awards given by the DO Staff. In addition, supervisors will also continue to nominate individuals for these awards.

Civil rights program. The Management Team will continue to carry out an affirmative civil rights program for all employees. They are assisted in this effort by Personnel Management, the Civil Rights Coordinator, Civil Rights Advisory Committee, Federal Women's Program, Hispanic Employment Program, and Equal Employment Opportunity Counselors.

Publicity on internal/external placements. Personnel Management will distribute to all employees an annual summary of new hires, promotions, transfers, training, etc. The information will be provided by gender, minority designation, and occupational group in order to show progress toward diversifying the workforce.

Workforce diversity training. Personnel Management and the Civil Rights Advisory Committee will coordinate training for all employees on the value of diversity in the workforce. This training will supplement our annual observances recognizing the contributions of women, Blacks, Asian/Pacific Americans, Hispanics, Native Americans, and disabled employees. These programs are designed to enhance employees' respect and appreciation for other cultures and backgrounds.

Public Awareness

Outreach

Assistance with science fairs. The Information Group will develop a proposal for DO Staff consideration for assisting schools or other organizations with science fairs. Our staff could help students develop projects, provide guidance on setting up a school fair, or sponsor an FPL fair. We could provide "hands on" experience for students that might stimulate a lifetime of interest in science. In the process, we could identify promising candidates for summer or student employment.

Science Career Exploration Program (SCEP). In 1983 we developed a program with the Madison School District aimed at interesting high school students, especially minorities and women, in science careers. Scientists from FPL, other Federal agencies, and the University of Wisconsin made presentations and took students on tours throughout the city. Although we reached a number of students, enrollment in the SCEP is still small. Personnel Management will review the program and make changes to increase its effectiveness.

Speakers for schools and organizations. The Information Group will develop a proposal for DO Staff consideration for having FPL staff make presentations at selected schools and organizations on a regular basis. The schools and organizations will be chosen to ensure that we reach diverse audiences, including some who might not otherwise learn about the Laboratory and the Forest Service. The full range of FPL occupations will be represented: professional, administrative, technical, clerical and trades. This outreach effort will also give staff members an opportunity to enhance their speaking and presentation skills.

Tours by schools and organizations. For a number of years, the Laboratory has conducted tours that generally were geared to adults. Personnel Management and the Information Group will develop a proposal for DO Staff consideration for sponsoring tours designed for high school and middle school students. Such tours would feature active participation by the students, using terminology and information geared to their level. This program would expose younger students to our Laboratory and provide them with career information at an early age.

Volunteer Scientists in the Classroom Program. In addition to bringing students to the Laboratory, we need to go to the schools. Personnel Management will develop a proposal for DO Staff consideration for having our scientists give presentations to high school and middle school science and math classes. The presentations would incorporate as much "hands on" activity as possible, with the long-range goal of interesting the students in science careers. Additionally, minority and female presenters could serve as role models for the students.

Contracting and Procurement

Annual goals for target group businesses. The Laboratory has consistently exceeded targets for contracting with and purchasing from minority or women-owned businesses. Supervisors will continue these activities and will seek out new minority and women-owned enterprises to inform them of opportunities for doing business with the Government. Procurement will distribute an annual summary of FPL accomplishments according to AD area.

Extramural Research

Annual goals for Black colleges. The DO Staff will set goals for establishing extramural research agreements with Historically Black Colleges and Universities or with women and minority researchers at other schools. Supervisors will work with the Budget and Fiscal Group to identify new cooperators and execute agreements. Budget and Fiscal will distribute an annual report showing FPL accomplishments by AD area.

Affirmative Action Goals — FY 89

The Forest Service Civil Rights Program is designed to ensure that no person is denied participation in or the benefits of any program or activity of the Forest Service because of race, color, creed, sex, marital status, age, handicap, religion, or national origin.

The following plan promoting the civil rights program at the Forest Products Laboratory identifies goals and action steps, projected dates, and responsible organizations or individuals. These actions supplement the day-to-day civil rights endeavors of our employees. The goals and action steps are designed to focus on the needs of targeted groups (women, minorities, and handicapped) while strengthening and increasing the overall effectiveness of civil rights at the Laboratory.

Recruitment

1. Generate a representative applicant pool that includes all target groups and identify factors likely to affect accomplishment of 1995 objectives

a. Establish a recruitment budget in Personnel Management to assist target group recruitment efforts	9/30/89	Personnel GL
b. Track composition of applicant pool through the various stages of the hiring process	Continuing	Personnel Management
c. Report to next-level supervisor efforts to recruit women, minority, and handicapped candidates for positions before selections are made	Continuing	All Supervisors
d. Establish a working relationship with a Historically Black college or university, with activities such as student employment, grants, summer faculty exchange, and co-op students	9/30/89	Director, Personnel GL
e. Initiate interaction between FPL and area target group organizations, high schools, and youth organizations	Continuing	All Supervisors, SEPMs, CRAC
f. Expand, update, and publicize files of target group recruitment sources	Continuing	Personnel GL, Information GL, SEPMs
g. Promote FPL in appropriate workshops and conferences; send target group representative(s) to at least two functions, such as League of United Latin American Citizens conference, Federally Employed Women conference, Society of Women Engineers meeting, SAF symposium on Women in Natural Resources, and others	9/30/89	Director, Personnel GL, CRAC, SEPMs
h. Investigate the feasibility of using a professional recruitment organization to assist with target group recruitment at FPL	1/1/89	Personnel GL, B&F GL

2. Promote future diversity of the applicant pool for scientific and trade careers

a. Develop proposal for providing each AD area with a co-op university student in FY 89 with emphasis on students in target groups	9/30/89	Personnel GL
b. Hire at least two target group students or temporaries in each AD area	9/30/89	ADs, PLs, GLs, Institute Director
c. Provide field (work experience) assignments for Job Corps students at FPL	9/30/88	RFE GL
d. Expand Science Career Exploration Program to employ one or more high school students in co-op or summer positions	9/30/89	Personnel GL, SEPMs

Retention

1. Provide a work environment that encourages women and minority employees to remain at the Forest Products Laboratory

a. Provide mentoring for new hires (temporary or permanent), especially target group members	9/30/89	SEPMs, CRAC, All Supervisors
b. Evaluate and modify as needed current day care referral system	3/31/89	CRAC, Personnel GL
c. Assess current exit interview methods and information gathered; if needed, develop a method to monitor retention of target group members and revise exit interviews	9/30/89	Personnel GL
d. Distribute a civil rights organizational chart to all employees and encourage them to express their concerns to CRAC and the civil rights staff	12/15/88	Director

Development/ Advancement

1. Ensure awareness of and participation in training opportunities by target group members

a. Include target groups among employees selected for professional orientations; technical, supervisory and upper management training; committee and other special assignments, and alternative work experiences/job swapping at all grade levels	9/30/89	All Supervisors
b. Track and report training/travel expenditures for target and nontarget group members	9/30/89	All Supervisors
c. Encourage target group employee participation in FPL-sponsored training programs	Continuing	All Supervisors, SEPMs
d. Track target group employee participation in FPL-sponsored training programs	Continuing	Civil Rights Coordinator

2. Increase the number of women and minorities in upper grade levels and supervisory positions; ensure advancement opportunities for target group members employed at FPL

a. Fill the following positions with a target group member when a vacancy exists and when a qualified target group candidate is available:	9/30/89	Director, ADs, PLs, GLs
(1) AD, PL, or GL vacancy		
(2) at least one supervisory position		
b. Establish at least one Upward Mobility position in FY 89	9/30/89	Director, ADs, Institute Director
c. Establish at least one new career ladder position per AD area	9/30/89	Director, ADs, Institute Director
d. Hire at least one person at the Laboratory in each of the following categories: (1) targeted disability; (2) Native American	9/30/89	Director, ADs, Institute Director

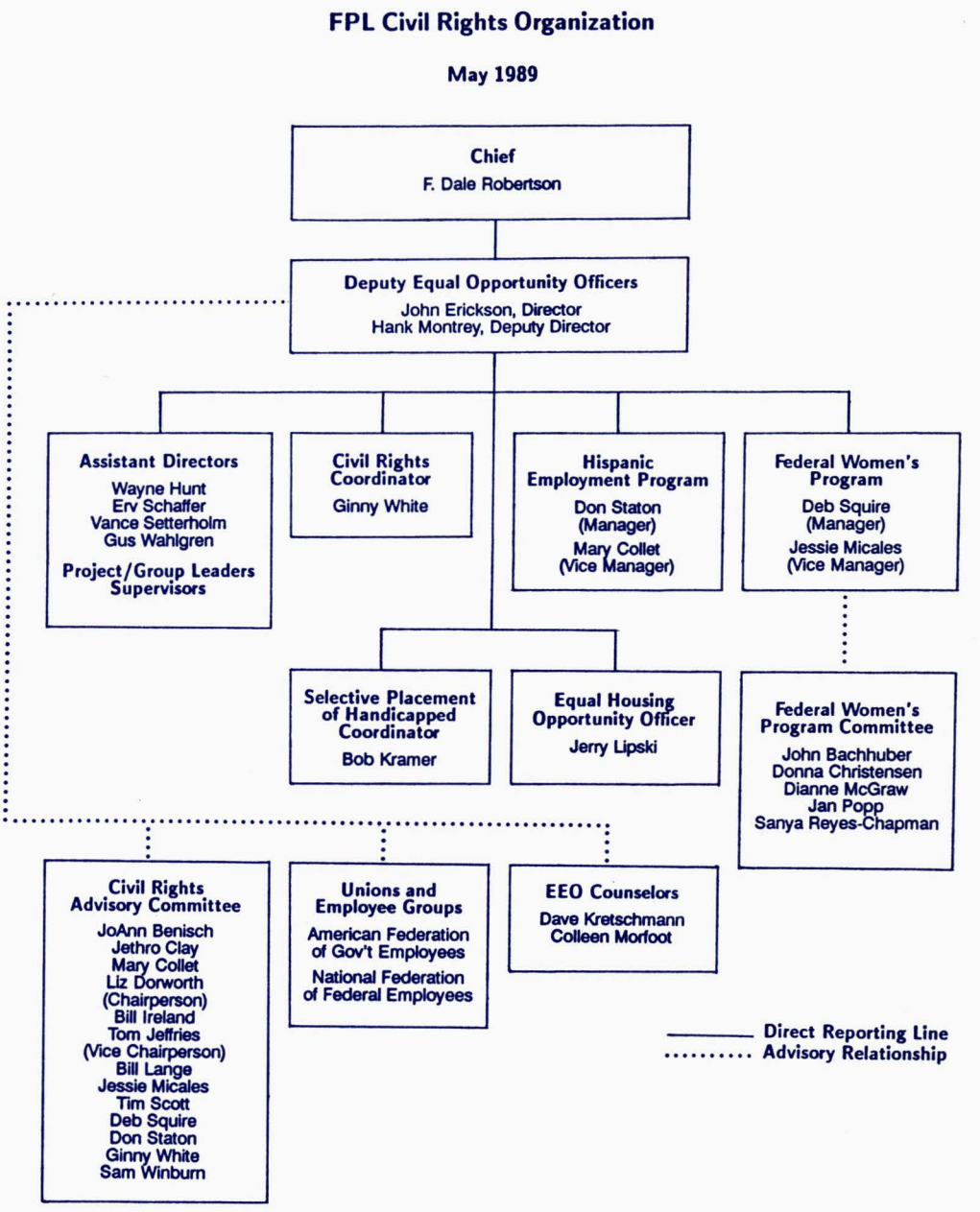
Organizational Culture/Civil Rights Awareness

1. Establish equal opportunity employment and civil rights awareness as a cultural value of the FPL workplace

a. Meet contract and procurement goals:	9/30/89	ADM AD, RFE GL, Procurement GL
(1) 8(a) — $25,000		
(2) women-owned business — $45,000		
(3) minority-owned business — $25,000		
b. Complete one or more of the following actions for a target group faculty member:	9/30/89	Director, ADs, PLs, Institute Director
(1) Provide summer employment		
(2) Enter into a new cooperative research agreement		
c. Send at least 12 employees (50% from management) to a Changing Roles of Men & Women workshop, when made available	9/30/89	Director, Personnel GL
d. Report and recognize civil rights accomplishments		
(1) Continue civil rights awards program	11/1/89	CRAC
(2) Prepare annual civil rights accomplishment report for Director based on written reports from supervisors and AD areas	8/1/89	CRAC, ADs, Institute Director, Project Managers
(3) Inform all FPL employees of civil rights goals and accomplishments	Annually	Director
e. Maintain open communications with all employees on civil rights subjects	Continuing	CRAC, All Supervisors, Director

Civil Rights and Equal Employment Opportunity (EEO)

Civil Rights Organization Chart



Civil Rights Advisory Committee

The FPL Civil Rights Advisory Committee (CRAC) was established for the purpose of assisting management in developing and carrying out an effective and affirmative civil rights program for all Laboratory employees. The Committee serves as a vehicle by which employees may voice their interests and concerns on matters pertinent to civil rights and EEO programs. Committee members have access to Laboratory reports and documents pertinent to civil rights matters, management officials, and employees in fulfilling their functions. Reports of Committee activity, meetings, and recommendations are made to the Director.

The Committee assists in the development of an Affirmative Action Plan for civil rights and EEO programs and monitors target dates for action items to evaluate progress. It reviews management reports pertaining to civil rights and EEO matters and offers help or suggestions to assure that goals are met.

The Committee provides management with constructive background and suggestions for the development of improved conditions and career opportunities for all employees, with special emphasis on minority and women employees. It provides employees with information on Committee activities, civil rights/EEO matters, and Federal personnel policies and procedures that relate to these programs.

The Committee consists of thirteen members appointed by the Director to be representative of all employees:

- Chairperson
- Vice-Chairperson
- Personnel Management representative
- Representative from each AD area (four members)
- American Federation of Federal Employees representative
- Federal Women's Program Manager
- Vice-FWP Manager
- Hispanic Employment Program Manager
- Vice-HEP Manager
- National Federation of Federal Employees representative

The Committee normally meets monthly, on the second Tuesday of the month. Employees and supervisors are welcome to attend.

Coordinator for the Selective Placement of the Handicapped

The Coordinator for the Selective Placement of the Handicapped ensures that qualified handicapped individuals, including disabled veterans and employees who become disabled after appointment, receive consideration in hiring, placement, and advancement. The Coordinator publicizes the program to increase awareness about the abilities of handicapped workers. He or she maintains liaison with public and private organizations concerned with the training, rehabilitation, and employment of handicapped persons. The Coordinator also works with supervisors and occupational specialists to determine whether duties can be performed by handicapped individuals or whether jobs can be modified to accommodate them.

Equal Employment Opportunity Counselor

The EEO Counselor is the first stop for an employee or an applicant who believes he or she has been discriminated against in some aspect of employment. EEO Counselors attempt to resolve complaints at the informal level. They may suggest appropriate corrective action or diplomatically correct misunderstandings and heal breaks in communication. They can also be instrumental in identifying and raising problems affecting the workforce. They serve as a conduit through which employees can make known anonymously, if they wish, their favorable or unfavorable reactions to management programs.

Equal Housing Opportunity Officer

The Equal Housing Opportunity Officer (EHOO) establishes, maintains, and coordinates a housing locator service to help employees find convenient, reasonably priced, nondiscriminatory housing. The EHOO provides employees with information regarding their rights with respect to equal housing opportunity, how to file a housing complaint, Forest Service policy regarding fair housing, and the availability of a housing locator service. He or she also provides counseling services for equal housing opportunity complaints.

Federal Women's Program

The overall objective of the Federal Women's Program's (FWP) is to improve employment and advancement opportunities for women in Federal employment. The FWP was established in 1963 in response to a recommendation from the President's Commission on the Status of Women. The basic authority of the FWP is Executive Order 11375 (1967):

> It is the policy of the United States Government to provide equal opportunity in Federal employment and in employment by Federal contractors on the basis of merit and without discrimination because of race, color, religion, sex or national origin.

The FPL Federal Women's Program seeks to help FPL women achieve their full potential in the workforce by promoting equal employment opportunities for women in hiring, training, salary, performance evaluation, and advancement; by providing information on career and skills development; by providing insight into some of the obstacles to progress facing men and women at FPL; and by promoting an awareness of the many contributions women make at the Laboratory. Activities used to accomplish these goals include consultation with Laboratory management, sponsorship of workshops and special observances, and cooperation with FPL committees and other agencies.

The goals of the FPL Federal Women's Program are carried out by the Federal Women's Program Manager, with assistance from the Vice-FWP Manager and FWP Committee. The FWP Committee is composed of representatives from each Assistant Director area and the Institute for Microbial and Biochemical Technology. The Committee normally meets monthly on the third Wednesday of the month.

Hispanic Employment Program

In 1970, President Nixon established a program to assure equal opportunities in Federal employment for Hispanic Americans. This "special emphasis program" was established because Hispanics are underrepresented and underutilized in the Federal workforce, compared to the civilian workforce.

The Hispanic Employment Program (HEP) Manager is the focal point for implementation of this program. With assistance from the Vice-HEP Manager, the Manager

serves as a resource person and the Director's principal staff advisor on the unique concerns of Hispanic employees. Within the Laboratory, the Manager also works to promote understanding and appreciation for Hispanic culture and heritage. A major external role of the HEP Manager is to establish relationships with organizations and groups who can serve as recruitment sources for Hispanic candidates.

Special Observances

January	Rev. Martin Luther King, Jr.'s birthday
February	Afro-American History
March	Women's History
	FPL Federal Employees' Day
April	—
May	Asian/Pacific American Heritage
June	FPL Employee Recognition Day
July	—
August	Women's Equality Day
September	Hispanic Heritage
October	Disability Employment Awareness
November	Native American Heritage
December	—

EEO Complaint System

Basic Things to Know About Individual Complaints of Discrimination

The EEO complaint system covers individual complaints of discrimination based on race, color, religion, sex, national origin, age, or physical or mental handicap. Age is a factor only if employees and applicants are at least 40 years of age. A handicapped person is defined as one who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Any employee or applicant for employment may file a complaint. Complainants may have a representative of their choice at any stage in processing the complaint, provided the choice of a representative does not involve a conflict of interest or conflict of position. No reprisals may be taken against a complainant or a complainant's representative. Individual complaints of discrimination brought to an EEO Counselor are kept confidential.

Steps in Processing an Individual Complaint of Discrimination

1. An employee or applicant contacts a USDA EEO Counselor within 30 days of the alleged discriminatory action. [NOTE: All references to days are calendar days.]
2. The EEO Counselor attempts to informally resolve the complaint in a reasonable length of time. If no resolution is reached, the EEO Counselor gives the complainant a notice of how and where to file a formal complaint of discrimination.
3. The complainant files a formal complaint of discrimination within 15 days of receipt of the EEO Counselor's notice. The complaint should be as specific as possible.
4. The Department accepts the complaint for investigation or rejects the complaint or a part of the complaint if all criteria were not met. Rejected complaints skip to step 9.
5. The Office of Investigation investigates and the complainant gets a copy of the report.
6. The complainant and Agency officials meet to attempt to informally resolve the complaint. If resolved, the complaint is closed.
7. If the complaint is not resolved, the Agency issues a proposed disposition of the complaint and informs the complainant of appeal rights.
8. Within 15 days of receipt of the proposed disposition the complainant may (a) request a hearing conducted by an EEO Complaints Examiner followed by a final decision by the Director of EEO; (b) request a final decision on the record by the Director of EEO; or (c) do nothing, in which case the Agency Head will adopt the proposed disposition as the final decision of USDA.
9. After receiving a final decision from USDA, the complainant may appeal to the Equal Employment Opportunity Commission (EEOC) within 20 days.
10. Further appeal procedures are explained to the complainant in the final decision letter.
11. A complainant filing on the basis of age may choose to forego the above steps. Within 180 days of the alleged unlawful practice, a notice of intent to file a civil action suit may be sent to OPM. OPM must be given at least 30 days notice of the intent to file a civil action suit.

For information about Class Complaints of Discrimination, see an EEO Counselor.

Respect for Others

We are committed to creating an environment at FPL that welcomes and supports all employees and visitors. At all times, we need to be sensitive to the words we use and the image we project, particularly in public places such as lobbies and breakrooms.

Slang or derogatory remarks about another person's race, gender, age, religion, sexual orientation, ethnicity, or physical characteristics — even when made in a joking manner — can be hurtful. Such insensitive remarks are unacceptable and will not be tolerated. If instances of offensive language or behavior should occur, they will be dealt with strongly and directly.

We want the Laboratory to be a pleasant and comfortable place for a diverse workforce. All employees must cooperate to create a caring environment where everyone, at all times, is treated with dignity and respect.

Sexual Harassment

Policy

The Laboratory's policy is the same as that of the Forest Service and the Department of Agriculture (USDA): sexual harassment is unacceptable and will not be tolerated. Sexual harassment is detrimental to morale, employee performance, and the conduct of Government business. Certain forms of sexual harassment constitute sex discrimination. This policy applies to employees in their working relationships with non-Federal persons as well as in their working relations with all Federal employees.

Definitions

Sexual harassment may consist of deliberate or repeated unsolicited and unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment, (2) submission to or rejection of such conduct is used as the basis for employment decisions, or (3) when such conduct has the purpose or effect of unreasonably interfering with work performance or creates a hostile or abusive working environment.

Sexual harassment is also prohibited conduct pursuant to USDA Employee Handbook, Appendix I, Employee Responsibilities and Conduct.

Responsibilities

USDA employees must maintain high standards of personal conduct at all times. Any employee who engages in sexually harassing activities will be subject to disciplinary action, which may include removal from Federal Service. Managers and supervisors who tolerate such behavior, or who fail to take appropriate action on reports of sexual harassment, are also subject to disciplinary action for failure to perform their supervisory or managerial duties.

Employees who believe they are being sexually harassed should take the following actions:

a. Tell the offending person that his or her conduct is offensive and unwelcome.

b. Report the conduct to his or her immediate supervisor.

c. Report the incident to the offender's supervisor.

An aggrieved employee may also file a complaint through the EEO complaint system.

Employees who believe they are being sexually harassed should seek advice and counsel from their supervisors, the Personnel Office, an EEO Counselor, or the Federal Women's Program Manager. Employees may report incidences of sexual harassment anonymously by calling the Forest Service Sexual Harassment Hotline (1–800–338–3971) or USDA Office of the Inspector General Hotline (1–800–424–9121).

SAMPLE RECRUITMENT PLAN

Security Guard GS-085-3
Research Facilities Engineering

Action	Due Date	Responsible Person	Status
RECRUITMENT			
Forest Products Laboratory			
1. Draft vacancy flyer and cover letter.	05/24/89	G. White	Completed
2. Review Applicant Supply File. Review former FPL employees for possible rehire.	05/24/89	G. White	Completed
3. Review files of current temporary and term employees who might have appropriate qualifications.	05/24/89	G. White	Completed
4. Convene outreach team composed of the following: Supervisor of position, FWP/HEP Managers, and Civil Rights Coordinator.	05/22/89	G. White	Completed--next meeting 05/24/89
5. Give copies of vacancy announcement to minority FPL employees and enlist their help in locating candidates.	05/25/89	G. White M. Collet	Completed
6. Give copy of vacancy announcement and a supply of SF-171s to Receptionist.	05/25/89	G. White	Completed
Colleges and Universities			
1. Send letters and vacancy announcements to minority counselors and women and minority student organizations: **University of Wisconsin-Madison** Afro-American Studies Department American Indian Studies Program Asian-American Union Chicano Latino Service Chicano Studies Program Chicano/a Graduate Student Association Council of Black Graduate and Professional Students Hispanic Organization for Pre-Professional Engineers (HOPE) Minority Engineering Program Indian Student Association La Colectiva Cultural de Aztlan Latin American and Iberian Studies Latin American Student Association Minority Coalition Minority Engineering Program Movimiento Estudiantil de Chicanos de Aztlan (MEChA) Multicultural Center Multicultural Council	05/25/89	G.White M.Collet	Completed

Action		Due Date	Responsible Person	Status
Native American Student Recruiter Union Puertorriquena Wisconsin Black Engineering Student Society Wisconsin Black Student Union Women's Center Women's Studies Department Wunk-Sheek				
Madison Area Technical College				
Multi-Ethnic Student Organization (MESO) Student Services Office				
Target Group Organizations and Businesses				
1. Send letters and vacancy announcements to local organizations. Place ads in appropriate publications, if printing deadlines can be met.		05/25/89	G.White M.Collet	Completed
Organization/Business	Publication			
Centro Hispano				
Community Action on Latin America				
Madison Chapter of NAACP				
Madison Urban League	Newsletter			
Mount Zion Baptist Church				
National Organization for Women	Newsletter			
Over 55 Employment Service				
Room of One's Own Bookstore				
Saint Paul A.M.E. Church				
South Madison Neighborhood Center				
S.S. Morris Community A.M.E. Church				
United Migrant Opportunity Services				
United Refugees Service of Wisconsin				
United Women Veterans				
Wisconsin Women's Network	Newsletter			
SELECTION				
1. Before selection is made, Assistant Director will review recruitment plan and list of candidates to ensure a diverse group of candidates was considered.		06/09/89	W. Hunt	
FOLLOWUP				
1. Consider nonselected candidates for referral for other FPL positions or to other USDA or FS units.		06/10/89	G. White	
2. Document recruitment plan to show all efforts made to identify women and minority candidates for position.		06/10/89	Outreach team	

Appendix I — 1995 Population Diversity Goals

Fiscal year	Target minorities (number (%))	Actual minorities (number (%))	Target women (number (%))	Actual women (number (%))
1989	22 (7.8)	25 (9.1)	95 (34.2)	104 (37.7)
1990	23 (8.0)		97 (35.0)	
1991	23 (8.2)		99 (35.8)	
1992	24 (8.4)		102 (36.6)	
1993	24 (8.6)		104 (37.4)	
1994	25 (8.8)		106 (38.2)	
1995	25 (9.0)		108 (39.0)	

These figures are based on a projected total permanent GS/GM workforce of 276 on 9/30/89.

The above goals were established in 1986. Increased goals are being negotiated

Appendix II — Workforce Statistics for FY 87–89

Women and Minorities by PATCO Category

FY 87

PATCO category	Total	Minorities (number (%))	Women (number (%))
Professional	118	12 (10.2)	19 (16.1)
Administrative	19	0 (0.0)	6 (31.6)
Technical	67	6 (9.0)	27 (40.3)
Clerical	47	1 (2.1)	41 (87.2)
Other/WG	37	2 (5.4)	1 (2.7)
Total	288	21 (7.3)	94 (32.6)

FY 88

PATCO category	Total	Minorities (number (%))	Women (number (%))
Professional	123	12 (9.8)	20 (16.3)
Administrative	28	0 (0.0)	13 (46.4)
Technical	63	7 (11.1)	27 (42.9)
Clerical	49	2 (4.1)	41 (83.7)
Other/WG	37	2 (5.4)	0 (0.0)
Total	300	23 (7.7)	101 (33.7)

3/14/89

PATCO category	Total	Minorities (number (%))	Women (number (%))
Professional	126	13 (10.3)	19 (15.1)
Administrative	28	0 (0.0)	12 (42.9)
Technical	65	8 (12.3)	30 (46.2)
Clerical	47	1 (2.1)	39 (83.0)
Other/WG	40	2 (5.0)	0 (0.0)
Total	306	24 (7.8)	100 (32.7)

Appendix III — Retirement Eligibility of Current Workforce

Summary

Between now and 9/30/95, 94 employees (31% of our current workforce) will be eligible to retire, including 19 women (20%) and 2 minorities (2%).

Category	Total	Female	Minority
Professional	44	1	0
Administrative	6	1	0
Technical	14	5	1
Clerical	14	12	0
Other/WG	16	0	1
Total	94	19	2

Detail

FY 89

Category	Total	Female	Minority
Professional	17	1	0
Administrative	2	0	0
Technical	7	2	1H
Clerical	7	6	0
Other/WG	2	0	0
Total	35	9	1

FY 90

Category	Total	Female	Minority
Professional	3	0	0
Administrative	1	0	0
Technical	1	0	0
Clerical	1	1	0
Other/WG	1	0	0
Total	7	1	0

FY 91

Category	Total	Female	Minority
Professional	3	0	0
Administrative	0	0	0
Technical	3	3	0
Clerical	3	3	0
Other/WG	1	0	0
Total	10	6	0

FY 92

Category	Total	Female	Minority
Professional	7	0	0
Administrative	1	0	0
Technical	2	0	0
Clerical	0	0	0
Other/WG	5	0	1B
Total	15	0	1

FY 93

Category	Total	Female	Minority
Professional	2	0	0
Administrative	2	1	0
Technical	0	0	0
Clerical	0	0	0
Other/WG	4	0	0
Total	8	1	0

FY 94

Category	Total	Female	Minority
Professional	7	0	0
Administrative	0	0	0
Technical	0	0	0
Clerical	1	0	0
Other/WG	2	0	0
Total	10	0	0

FY 95

Category	Total	Female	Minority
Professional	5	0	0
Administrative	0	0	0
Technical	1	0	0
Clerical	2	2	0
Other/WG	1	0	0
Total	9	2	0

Appendix IV — Retention Statistics

Permanent Losses

FY 87

Category	Total	Women (number (%))	Minorities (number (%))
Professional	7	4 (57.1)	0 (0.0)
Administrative	3	1 (33.3)	0 (0.0)
Technical	4	0 (0.0)	3 (75.0)
Clerical	2	2 (100.0)	0 (0.0)
Other/WG	3	0 (0.0)	0 (0.0)
Total	19	7 (36.8)	3 (15.8)

FY88

Category	Total	Women (number (%))	Minorities (number (%))
Professional	5	3 (60.0)	1 (20.0)
Administrative	2	0 (0.0)	0 (0.0)
Technical	6	3 (50.0)	0 (0.0)
Clerical	4	2 (50.0)	0 (0.0)
Other/WG	2	1 (50.0)	0 (0.0)
Total	19	9 (47.4)	1 (5.3)

☆U. S. GOVERNMENT PRINTING OFFICE: 1989/643-043/00006